# "Ladder to Success"
# Employee Development Toolkit

MIAMI-DADE COUNTY

Human Resources Department
www.miamidade.gov/hr

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# Employee Development Program

## PROGRAM SUMMARY

### PURPOSE

A large number of experienced Miami-Dade County employees will be eligible to leave the workforce within the next five years.  This fact, coupled with the reality that there will be a limited amount of new talent entering the workforce, requires the County to implement progressive programs to attract, retain and support a well-trained, skilled and capable workforce for the future.

Both private sector and government research has shown that in most industries, as much as one-third or more of the full-time permanent workforce will retire or leave the workforce within the next five years. For example, as indicated by the Partnership for Public Service, nearly 14,000 mission-critical jobs need to be filled at the U.S. Department of Treasury in the next two years, including 7,950 IRS agents and tax examiners. Procurement, information technology and accounting positions are also on their "most wanted" job list.

Miami-Dade County has the same challenges as any other government or private sector organization. The County must compete for the limited talent pool available to fill critical positions at all levels of the organization, while taking steps to develop the current workforce. The County must also implement new retention strategies (including keeping potential retirees working longer) to be able to meet future needs. In Miami-Dade County, approximately 23% of the current workforce (7,462 employees) is eligible to retire in five years. A total of 4,800 of these employees become eligible to leave the workforce within two years. To further compound the challenges, more than half of senior managers and executives (273 division directors or above) will meet retirement eligibility within the next five years of which 191 will be eligible in two years or less. Meanwhile, departments are experiencing recruitment difficulties in a large number of classifications including procurement, urban planning, engineering, accounting, building trades, plant operations, information technology and finance to name a few.

It is imperative to implement a countywide program to develop future leaders and to prepare the workplace for the future.

### SCOPE

The County's employee development strategy is centered around a combination of critical issues including the need to implement well-structured talent management programs, utilize alternative employee development strategies such as flexible career paths, active learning, mentoring, and executive coaching to supplement traditional training programs. These efforts are to be supplemented by implementing effective communication strategies that market the County as an employer of choice and to address generational gaps in preparing the workplace for the future.

The County's Employee Development Program aims to address these issues by instituting new and broadening current initiatives in four primary but interrelated categories:

1. Succession Planning
2. Mentoring
3. Apprenticeships
4. Internships

## *1. Succession Planning*

Succession planning is an excellent proactive employee development strategy to ensure that our leadership pipeline is constantly filled with a diverse pool of qualified and well-trained candidates. The plan focuses on individualized career paths and learning plans using a 5-step process to:

1. Identify key/critical positions within departments that require succession plans
2. Identify the competencies required to excel in each key position
3. Employees self-nominate for key position opportunities and use individual learning plans to prepare for the positions
4. Incorporate the program when recruiting for, and filling vacancies
5. Continuously assess results and improve the program

The succession plan is the first phase of the Employee Development Program to be rolled out countywide.

## *2. Mentoring Program*

The Mentoring Program is an integral part of any succession plan and will be implemented subsequent to the rollout of the Succession Planning Program. The program's goal is to partner rising leaders and potential successors with experienced County executives and managers in order to facilitate individual leadership development and guarantee business continuity. In addition to coaching and guiding, senior executives will be able to share County knowledge, provide insight into County processes, and assist with networking. The experiences to be shared are those normally gained through tenure and cross functional exposure. Initially, mentoring opportunities will be emphasized in areas where the County has identified immediate resource gaps and experiences related to areas such as project management, leadership, relationship building and organizational management.

The Mentoring Program will be broadened to include external mentoring opportunities through Speakers Bureaus, relationships with educational institutions (local and nationwide), job fairs to educate non-County employees about public service, and to market County employment as an exciting and rewarding career choice.

### *3. Apprenticeship Program*

The goal of the Apprenticeship Program is to provide the County with a steady stream of personnel to fill positions traditionally referred to as vocational and technical. This renewed effort will focus on streamlining and combining multiple existing small initiatives into a larger countywide program to achieve greater results. The Human Resources Department will increase collaboration with County departments, market the program to institutions, and increase the number of apprentices and classifications served. Particular emphasis will initially be placed on difficult to recruit positions and critical skills areas for which there are no successors. The expanded program will focus on training new talent with the possibility of full-time employment where available.

### *4. Internship Program*

In addition to the existing Management Trainee and Urban Fellows programs, the expanded internship program will provide opportunities to a larger number of college and high school students. In addition to existing relationships with selected programs within Miami-Dade County Public Schools and local colleges and universities, the program will be broadened to all disciplines consistent with the wide variety of skills required by the County. The program currently includes 30 college and 35 high school internship opportunities. By exposing students to the rich variety of career opportunities available in County government, the County expects to provide departments with a larger number of talented future employees.

The Internship Program will provide four categories of internship opportunities: 1) Administrative/Management, 2) Professional, 3) Technical/Field-Skilled and 4) Academic. Administrative/Management Interns will continue to provide the County with potential managers and executives by attracting both internal and external candidates. The Professional Internship will be designed for professional positions requiring a degree or certification (such as engineering, accounting, and information technology positions). Technical/Field-skilled Internships will be offered for positions requiring high skill, but not necessarily a college degree (such as Plant Operators and instrument technicians). Traditional Academic Internships will continue to be offered throughout the County in all disciplines.

**Miami-Dade County**

# Succession Planning Program Toolkit

**A component of the Employee Development Program**

# SUCCESSION PLANNING TOOLKIT

## GENERAL INFORMATION

Succession planning uses a proactive employee development methodology to ensure that the County's leadership pipeline is constantly filled with a diverse pool of qualified candidates. The Human Resources Department (HR) will be assisting departments in implementing a succession planning model that focuses on individualized development plans, a proven "best practice" in personnel development. The program has five steps:

1. Identifying Key Positions
2. Identifying Competencies for Key Positions
3. Employee Development (Individual Assessment and Development Plans)
4. Incorporating the Program into Hiring Decisions
5. Assessing Results

Succession Plans are to be viewed as opportunities for the workforce to grow and learn both laterally and to higher level positions with increased responsibilities.

The following details the succession planning process, outlines department and employee responsibilities and provides information on how the program is to be used in future hiring decisions.

## 1. *Identifying Key Positions*

Planning begins with identification of key positions for succession. Although departmental succession plans will eventually flow to non-executive positions across all levels of County operation, departments will begin with executive positions that need immediate attention. This does not preclude departments from including other critical positions into their succession planning program.

To assist with the initial rollout, the Human Resources Department will provide each department with a Succession Planning Workforce Report, a report of key executive positions that should be given priority attention (see sample report in Table 1 below). This initial list will include those positions for which the incumbent is:

a. in the Deferred Retirement Option Program (DROP),
b. eligible for retirement within two years as a result of their age or,
c. eligible for retirement within two years as a result of their longevity.

Department Directors may choose to remove or add positions to this list based on other criteria. This criteria may include the need to focus on key competitive areas, expected difficulty in recruiting, personal knowledge of an incumbent's separation plans, and whether the key position will continue to exist after the incumbent separates from County service.

**Table 1**

| Miami-Dade County<br>Succession Planning Program<br>Aviation Department: Key Positions Identified for Succession within Two Years<br>(March 2008) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Position Description | Incumbent | | Occupation Code | Gender | Ethnicity | Longevity (Years of Service) | Age | Risk Type[1] | Employee In DROP |
| | Last Name | First Name | | | | | | | |
| DR MDCBLD | ⬚⬚⬚ | ⬚⬚⬚ | 002199 | M | Hispanic | 20 | 60 | NHR | N |
| ROOFING IS | ⬚⬚⬚ | ⬚⬚⬚ | 002108 | M | White | 0 | 58 | NHR | N |
| DR BLDTRDV | ⬚⬚⬚ | ⬚⬚⬚ | 002192 | M | White | 22 | 81 | NHR | N |
| DR BLDTRDV | ⬚⬚⬚ | ⬚⬚⬚ | | M | White | 22 | 60 | NHR | N |
| DR BLD DV | ⬚⬚⬚ | ⬚⬚⬚ | 002195 | M | Hispanic | 9 | 60 | NHR | N |
| DR BLD ADV | ⬚⬚⬚ | ⬚⬚⬚ | 002196 | M | White | 34 | 67 | NHR | N |
| DRBLDFI&AM | ⬚⬚⬚ | ⬚⬚⬚ | 002266 | M | White | 27 | 56 | NHR | N |
| DRBLDIN&PR | ⬚⬚⬚ | ⬚⬚⬚ | 002267 | F | White | 27 | 47 | NHR | N |
| DRBLDELSSD | ⬚⬚⬚ | ⬚⬚⬚ | 002269 | M | White | 26 | 56 | NHR | N |
| SR HR MG | ⬚⬚⬚ | ⬚⬚⬚ | 000417 | F | White | 31 | 60 | NHR | Y |
| COMP SC MG | ⬚⬚⬚ | ⬚⬚⬚ | 001847 | F | Hispanic | 25 | 48 | NHR | N |
| STRUC SSV | ⬚⬚⬚ | ⬚⬚⬚ | 002185 | M | Hispanic | 3 | 66 | NHR | N |
| AM SEC | ⬚⬚⬚ | ⬚⬚⬚ | 000094 | F | Hispanic | 5 | 58 | NHR | N |
| ACCT 1 | ⬚⬚⬚ | ⬚⬚⬚ | 000315 | F | Hispanic | 23 | 66 | NHR | Y |
| ACCT 2 | ⬚⬚⬚ | ⬚⬚⬚ | 000316 | F | Hispanic | 35 | 63 | NHR | Y |
| AM OFF 2 | ⬚⬚⬚ | ⬚⬚⬚ | 000811 | F | White | 33 | 55 | NHR | Y |
| SYS A PGR2 | ⬚⬚⬚ | ⬚⬚⬚ | 001844 | M | Asian or Pacific Islander | 21 | 57 | NHR | N |
| BLD FLDUSV | ⬚⬚⬚ | ⬚⬚⬚ | 002107 | M | White | 16 | 60 | NHR | N |
| RFG FLDUSV | ⬚⬚⬚ | ⬚⬚⬚ | 002111 | M | White | 16 | 62 | NHR | Y |

**Notes**.
1. Insurance risk designation: HR- High Risk; NHR- Not High Risk

Ultimately, departmental HR staff will possess the ability to create departmental Succession Planning Workforce Reports. Until then, the Human Resources Department will annually produce and distribute Succession Planning Workforce Reports by November of each year. This will enable departments to develop workforce plans after the budget has been finalized, but with enough time to include employee development activities in departmental business plans for the following year.

The Human Resources Department has also created a Succession Planning webpage at http://www.miamidade.gov/hr to assist with program implementation. The site includes Succession Planning forms, examples, and answers to frequently asked questions.

## 2. *Identifying Competencies for Key Positions*

Once the key positions have been selected, the Department Director or designee will work with incumbents and their supervisors to identify the technical and general competencies that are paramount for any successor to perform credibly in the position.

Departments are required to complete the Position Evaluation form (Appendix A) to identify the list of specific competencies for each position. A form should be completed for each position.

The competencies noted should be limited to the knowledge, skills and abilities that a successful candidate is expected to possess if they are selected for the position and should go beyond minimum job qualifications. Regarding general competencies, departments can select from the list of twenty general competencies that are commonly required in leadership positions. However, departments should include additional competencies that are unique to the position and deemed to be important.

Departments should forward completed Position Evaluation Forms to the Human Resources Department for processing.

## 3. *Employee Development (Individual Assessment and Development Plans)*

The County's succession planning program places emphasis on employee self development. Although Department Directors and supervisors are encouraged to assist employees with identifying competency gaps and developing learning plans, *employees are ultimately responsible for their own development*. Consequently, eligible employees should enroll in the succession planning program for positions of interest, and manage their development schedule using the approach outlined below.

- The Human Resources Department will review completed Position Evaluation forms and advertise succession planning opportunities to the County's workforce.

- Employees will review the position and job description and self-nominate for the succession opportunities through the traditional e-Jobs system. Department Directors are encouraged to identify individuals who in their estimation should be developed to assume these positions and encourage their participation.

- Employees, working with their supervisors and others, will review the positions of interest, perform a self-assessment to identify competency gaps and create a proposed individual development plan. The Individual Assessment and Development Plan form is provided in Appendix B.

- The employee's Department Director or designee will sign off on the Individual Development Plan to attest that they are aware of the employee's participation in the program.

Individual employees will assume primary responsibility for their career development, scheduling learning activities and attending training/development programs. While Department Directors are encouraged to support employee development plans, employees are required to schedule their learning activities with minimum impact on department and County operations. Additionally, participation in the program does not guarantee time-off for learning activities nor does it obligate the County to pay for such programs.

With the assistance of their respective supervisor, employees will verify that developmental gaps have been closed. Departmental personnel staff will maintain records of participation and achievement. This includes any documentation indicating

that a competency gap has been closed, such as reports from mentors or certificates from academic and training institutions.

## 4. *Incorporating the Program into Hiring Decisions (Filling Positions)*

An effective succession planning program is inclusive and provides all employees with the same information and opportunities for development and succession. As a result of the program, a number of employees may be ready to assume the new and increased responsibilities of the target position when such a position is vacated. Consequently, an employee's participation in the succession planning program and/or successful completion of the objectives included on individual development plans does NOT guarantee selection for any vacancy. Departments are still required to adhere to the County's competitive recruitment process to fill vacancies. Because there will be an anticipated increase in the number of employees who meet the desired competencies for promotional positions, internal candidates will likely become more competitive for those jobs and departments should expect an increase in hiring from within the County's existing workforce.

***Notwithstanding the need for competitive selection, hiring departments are REQUIRED to consider an applicant's successful participation in the succession planning program in evaluating candidate experiences, competencies and ability to perform in the posted vacancy.***

The County will endeavor to ensure that every individual who self-nominated for a succession planning opportunity is invited to apply for the position when the vacancy is announced. Employees should indicate their participation in the County's succession planning program on their job application documents.

## 5. *Assessing Results*

To measure the effectiveness and success of the program, the Human Resources Department will regularly assess program participation, review feedback from participants and departments, and analyze hiring decision data. This information will be used to adjust program procedures and recommend necessary changes.

# APPENDIX A

# Position Evaluation Form

# POSITION EVALUATION FORM

**INSTRUCTIONS TO DEPARTMENT DIRECTORS:** *Please complete a Position Evaluation Form for each position in your department for which a succession plan is to be developed. With input from the incumbent and other key staff, indicate the competencies that a successor must possess in order to function effectively in the position.*

| Title of Position | Reports to (Title) | | |
|---|---|---|---|
| Name of Incumbent | | Grade | Exec. Benefits |
| Department | | Division | |
| Comments | | | |

Will the position continue to exist after the departure of the incumbent?..............................Yes ☐     No ☐
If yes, when do you anticipate the position will become vacant?.........................................Date: (mm/year): _____

**MINIMUM QUALIFICATIONS:** *Please list the minimum qualifications required for this position.*

**TECHNICAL COMPETENCIES:** *Please list the key technical competencies/requirements needed for this position (e.g., knowledge of GASB statement no. 34, integrated marketing experience, knowledge of County geography, general contractor designation).*

**GENERAL COMPETENCIES:** *Please indicate key knowledge, skills, experiences and abilities needed for the position above and beyond the minimum job qualifications. Add additional competencies as necessary. If a competency applies,*

**1 = Somewhat Necessary     2 = Necessary     3 = Very Necessary     4 = Absolutely Essential**

| COMPETENCY | RATING | COMPETENCY | RATING | COMPETENCY | RATING |
|---|---|---|---|---|---|
| Adaptability | | Diversity Awareness and Management | | Strategic Thinking | |
| Business Acumen and Entrepreneurship | | Ethics, Integrity, and Honesty | | Teamwork and Group Leadership | |
| Communication | | Influencing and Negotiating | | | |
| Continual Learning | | Performance Management and Results-Orientation | | | |
| Customer Service | | Political Savvy | | | |
| Decisiveness | | Problem Solving and Technical Credibility | | | |
| Developing Others | | Service Motivation and External Awareness | | | |

| Completed by: | Date |
|---|---|
| | |

Please forward your completed form to the Compensation Section, Human Resources Department, for review and approval. Forms can be sent via fax to (305) 375-5768, via email to wel@miamidade.gov, or via interoffice mail to 111 NW 1st Street, 20th floor, Suite 2020. For assistance in completing this form, please call (305) 375-3774. Thank you.

# APPENDIX B

# Individual Assessment and Development Plan

## INDIVIDUAL ASSESSMENT AND DEVELOPMENT PLAN

**INSTRUCTIONS:** Individuals interested in participating in the County's Succession Planning Program must complete an Individual Assessment and Development Plan for the position of interest. Please review the requirements and competencies needed for position(s) listed on the Succession Planning section of the Human Capital Development website, and complete this assessment form listing the competencies you wish to develop along with your learning strategy to increase your knowledge and skills for the position(s). The Human Resources Department will provide guidance regarding developing and finalizing your development plan. Please contact your Department Personnel Representative or the Human Resources Department at (305) 375-7790 for additional instructions as needed. Completed forms should be sent to the Department Personnel Representative (DPR) where the opportunity resides. You can find the link to the list of DPRs at www.miamidade.gov/hr.

| Employee Name | Employee ID No. | Work Phone | Email Address |
|---|---|---|---|
| Current Job Title | Current Department | Length of Time In Current Job | Current Supervisor's Name |
| Target Job Title/Position | Position Number (If any) | Department/Division | |

### I. TECHNICAL COMPETENCIES: (TO BE COMPLETED BY EMPLOYEE)

Using the Position Evaluation Form, list the technical competencies, requirements, and/or certifications you feel need further development. (e.g., CPA, Knowledge of GASB statement no. 34, experience in integrated marketing, knowledge of County geography, general contractor designation)

| 1. | 6. |
|---|---|
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

### II. CORE COMPETENCIES: (TO BE COMPLETED BY EMPLOYEE AND SUPERVISOR)

Utilizing the following scale, please indicate the competencies where further development is needed for you to be fully functional and successful in the position. Add additional competencies as necessary. (Note: Honest evaluation is critical in assisting the employee to prepare for the target position.)

**1= Somewhat Effective    2 =Effective but can benefit from further training    3 =Very Effective**

| COMPETENCY | Rating | COMPETENCY | Rating | ADDITIONAL COMPETENCIES | Rating |
|---|---|---|---|---|---|
| Adaptability | | Diversity Awareness /Management | | Strategic Thinking | |
| Business Acumen and Entrepreneurship | | Ethics, Integrity and Honesty | | Teamwork and Group Leadership | |
| Communication | | Influencing and Negotiating | | | |
| Continual Learning | | Performance Mgmt/Results Orientation | | | |
| Customer Service | | Political Savvy | | | |
| Decisiveness | | Problem Solving and Technical Credibility | | | |
| Developing Others | | Service Motivation / External Awareness | | | |

Revised October 8, 2008

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**III. DEVELOPMENT PLAN:** (TO BE COMPLETED BY EMPLOYEE AND SUPERVISOR) - List targeted areas for development established between employee and supervisor.

| AREA OF DEVELOPMENT | ACTION PLAN | TIME FRAME | COMPLETED |
|---|---|---|---|
| | | | ☐ |
| | | | ☐ |
| | | | ☐ |
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| | | | ☐ |

| EMPLOYEE'S NAME (PLEASE PRINT) | EMPLOYEE'S SIGNATURE | DATE |
|---|---|---|
| SUPERVISOR'S NAME (PLEASE PRINT) | SUPERVISOR'S SIGNATURE | DATE |

Revised October 8, 2008

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## IV. QUARTERLY ASSESSMENT AND FEEDBACK: (TO BE COMPLETED BY SUPERVISOR.)

| DATE | AREA OF DEVELOPMENT | COMMENTS | RECOMMEND FURTHER DEVELOPMENT? | |
|---|---|---|---|---|
| | | | YES | NO |
| | AREA OF DEVELOPMENT | | | |
| DATE | | | | |
| | AREA OF DEVELOPMENT | | | |
| DATE | | | | |
| | AREA OF DEVELOPMENT | | | |
| DATE | | | | |

**OVERALL ASSESSMENT:**

**EMPLOYEE DECLARATION:**

I understand that it is my responsibility to inform my supervisor that I wish to participate in the Miami-Dade County Succession Planning Program. I also acknowledge that my personal development through this Individual Development Plan is my responsibility and that my self development efforts will not adversely impact performance in my normal County work duties and assignment and responsibilities.

| | | |
|---|---|---|
| Employee Name (Please Print) | Employee Signature | Date |
| Name of Supervisor (Please Print) | Signature of Supervisor | Date |

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# APPENDIX C

# Steps for Management Personnel and DPRs

# Succession Planning Program
## Steps For Management Personnel and DPRs

| | |
|---|---|
| **Step 1** | Identify Senior Leadership positions to be included in your departmental succession plan by reviewing the Succession Planning Workforce Report that HR will provide to you. |
| **Step 2** | From the Human Resources website www.miamidade.gov/hr, access the Succession Planning link to download and print the Position Evaluation Form. |
| **Step 3** | Have the incumbent or departmental designee complete the entire form and forward the completed form to HR Compensation Section for review and approval. |
| **Step 4** | HR Compensation will review the form and notify the DPR that the position is ready for posting. |
| **Step 5** | DPRs will contact the HR Recruitment Section to advertise the Succession Planning positions in eJobs. |
| **Step 6** | HR will simultaneously post the completed Position Evaluation forms on the Succession Planning website for potential successors' review. |
| **Step 7** | Interested candidates can search and apply for Succession Planning opportunities on eJobs. (Succession Planning positions are designated by an SP in front of the job title.) Applicants will complete the Individual Assessment and Development Plan (IADP). Applicants will begin their self development efforts. |
| **Step 8** | The department has the option of requesting and reviewing IADPs of candidates of interest. The department may select a group of potential successors to work directly with the incumbent or designee or leave the program open-ended and work with a larger pool of possible successors. The department may communicate with applicants through eJobs. |
| **Step 9** | The respective departments may arrange for informal group meetings with applicants to allow both sides to meet and to learn more about the position and the department. |
| **Step 10** | When the position has been officially announced, the respective department will notify all applicants to the succession planning opportunity that the position is in recruitment status. Standard recruitment procedures will be followed. |

October 22, 2008

# APPENDIX D

# Steps for Employees

# Succession Planning Program
## Your Ladder to Success
### Steps For Employees



| Step 1 | Visit the Human Resources website www.miamidade.gov/hr/ and follow the link to Succession Planning, to review Succession Planning (SP) opportunities. |
|---|---|
| Step 2 | Identify a job of interest and review its Position Evaluation description for more details. If you identify a position of interest, locate and print the Individual Assessment and Development Plan (IADP) form and complete Part 1. |
| Step 3 | In order to apply for a succession planning opportunity, visit the eJobs site at www.miamidade.gov/jobs.  All Succession Planning opportunities will be preceded by an "SP" indicator. |
| Step 4 | You may be requested to forward your IADP to the Departmental Personnel Representative (DPR) where the SP position resides; therefore, you should complete the IADP as soon as possible. |
| Step 5 | You may be invited to a group orientation to be introduced to the department and the incumbent to learn more about the position. |
| Step 6 | You are encouraged to meet with your supervisor to discuss career goals, assess your developmental needs, and jointly complete Part 2 of the IADP.  Remember, potential successors must fulfill their current job responsibilities while implementing their individual development plans. |
| Step 7 | You will receive an email notification when the position has been opened for recruitment. You must submit an online application at www.miamidade.gov/jobs if you wish to be considered. |
| Step 8 | Should you at any time decide to withdraw from the Succession Planning program, please notify Human Resources by sending an email to: succession@miamidade.gov. |

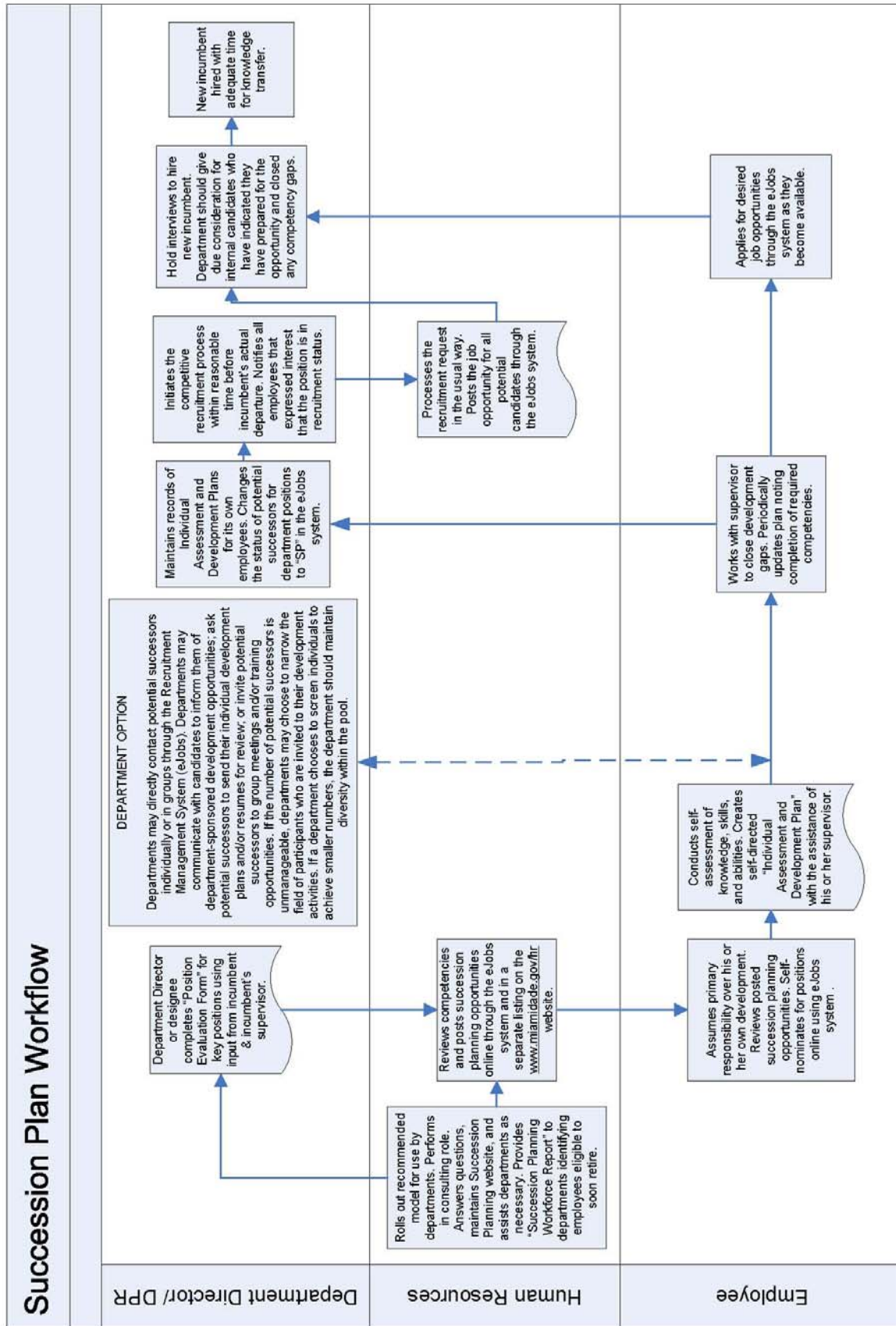**Note:** For participation in the Succession Planning program, all requirements must be satisfied.  Participation in the Succession Planning program does not guarantee a future position. However, your individual development will result in your becoming a strong competitor for numerous future job openings and in you being more effective in the job you have today.

October 22, 2008

# APPENDIX E

# Succession Planning Flow Process

# Succession Plan Workflow

## Department Director/ DPR

**Rolls out recommended model for use by departments. Performs in consulting role. Answers questions, maintains Succession Planning website, and assists departments as necessary. Provides "Succession Planning Workforce Report" to departments identifying employees eligible to soon retire.**

**Department Director or designee completes "Position Evaluation Form" for key positions using input from incumbent & incumbent's supervisor.**

**DEPARTMENT OPTION**

Departments may directly contact potential successors individually or in groups through the Recruitment Management System (eJobs). Departments may communicate with candidates to inform them of department-sponsored development opportunities; ask potential successors to send their individual development plans and/or resumes for review; or invite potential successors to group meetings and/or training opportunities. If the number of potential successors is unmanageable, departments may choose to narrow the field of participants who are invited to their development activities. If a department chooses to screen individuals to achieve smaller numbers, the department should maintain diversity within the pool.

**Maintains records of Individual Assessment and Development Plans for its own employees. Changes the status of potential successors for department positions to "SP" in the eJobs system.**

**Initiates the competitive recruitment process within reasonable time before incumbent's actual departure. Notifies all employees that expressed interest that the position is in recruitment status.**

**Hold interviews to hire new incumbent. Department should give due consideration for internal candidates who have indicated they have prepared for the opportunity and closed any competency gaps.**

**New incumbent hired with adequate time for knowledge transfer.**

## Human Resources

**Reviews competencies and posts succession planning opportunities online through the eJobs system and in a separate listing on the www.miamidade.gov/hr website.**

**Processes the recruitment request in the usual way. Posts the job opportunity for all potential candidates through the eJobs system.**

## Employee

**Assumes primary responsibility over his or her own development. Reviews posted succession planning opportunities. Self-nominates for positions online using eJobs system.**

**Conducts self-assessment of knowledge, skills, and abilities. Creates self-directed "Individual Assessment and Development Plan" with the assistance of his or her supervisor.**

**Works with supervisor to close development gaps. Periodically updates plan noting completion of required competencies.**

**Applies for desired job opportunities through the eJobs system as they become available.**

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# APPENDIX F

# Frequently Asked Questions

1. **Q. What is Succession Planning?**

   **A.** Succession planning is the use of proactive employee development to transfer knowledge and ensure that our leadership pipeline is constantly filled with a diverse pool of qualified candidates. It is a critical component of workforce planning that focuses on preparing employees to compete for future leadership opportunities.

2. **Q. What is the purpose of Succession Planning?**

   **A.** The purpose of a Succession Plan is to develop a workforce of the future, provide for business continuity, and ensure that institutional knowledge is not lost.

3. **Q. Why is Succession Planning necessary for Miami-Dade County?**

   **A.** Miami-Dade County faces significant human resources issues as the workforce ages. Not unlike other county, state and federal jurisdictions, Miami-Dade County must begin to make appropriate plans to attract, develop, and retain a strong and capable workforce to meet the increasing demands for county services. The median age of our current workforce is 44 years and of our 32,000 employees, 18% will reach retirement age within five years. Additionally, approximately 33% of our senior managers will reach retirement age in the next five years. This suggests an urgent need for progressive human capital strategies to develop a workforce of the future and ensure significant knowledge is not lost.

4. **Q. Which positions are good candidates for Succession Planning?**

   **A**. Succession planning is particularly important for hard-to-attract positions, hard-to-keep positions, and hard-to-fill positions. Initially, it is recommended that departments focus on those positions in which incumbents are expected to soon retire. Ultimately, all supervisory and leadership positions should be part of a succession plan.

5. **Q. Who can/should participate in the Succession planning program?**

   **A.** The program is inclusive and participation is open to employees interested in upward mobility and who will work to meet the basic eligibility requirements for higher level positions.

6. **Q. What are the requirements for being considered as a potential successor?**

   **A**. Employees will be able to self-nominate as potential successors through the County's e-Jobs web page. Participants will be expected to meet the necessary competencies when the position is ultimately posted for competitive recruitment. Successful candidates should complete their Individual Development Plans so that all competencies are met.

7. **Q. What is my responsibility if I choose to participate in the program?**

   **A**. You have primary responsibility for your own development and the fulfillment of your Individual Development Plan.

8. **Q. In what activities will employees participate?**

   **A.** Potential successors will participate in a variety of self-directed developmental activities (such as classroom training, web-based learning, on-the-job learning, mentoring, coaching, and field work) to acquire, develop or refine the necessary skills, knowledge and abilities required for the position.

9. **Q. What is the duration of my participation in the program?**

   **A.** Typically Individual Development Plan activities should be targeted for completion within 18 to 24 months; however, the duration of the development stage will vary based on individual needs.

10. **Q. Do I continue my current position while participating as a candidate for succession?**

    **A.** Yes. Participating employees continue in their current positions as they prepare to meet the requirements for the position for which they aspire.

11. **Q. Can I self-nominate for more than one position?**

    **A.** Many of the organizational competencies are applicable to more than one job; however, participants should realistically limit their participation to one or two succession planning opportunities.

12. **Q. Am I guaranteed to be given the position for which I am preparing?**

    **A.** Participation in the program does not guarantee a future position, however, your individual development will result in your being a strong competitor for numerous future job openings as well as make you more effective in the job you have today.

13. **Q. How do I self-nominate for a Succession Planning opportunity?**

    **A.** Employees interested in participating in the County's Succession Planning Program should:

    1.) Visit the Succession Planning Program website to obtain the latest information on the program and learn about Succession Planning opportunities;

    2.) When opportunities become available, visit the County's e-Jobs web page to self-nominate for a position; and

    3.) Complete and submit a "Self-Assessment and Individual Development Form" available on the Succession Planning Program website.

    Resources:

    - The Succession Planning Program web page: http://www.miamidade.gov/hr

    - The County's e-Jobs web page: http://www.miamidade.gov/jobs

14. **Q. Who can I contact if I have additional questions?**

    **A.** The answers to most questions are available on the Succession Planning Program website. Your Individual Development Plan should be shared, discussed and reviewed by your supervisor. For additional information, please contact the Human Resources Department's Succession Planning Program by email at succession@miamidade.gov or by phone at (305) 375-7790.

15. **Q. What if my supervisor doesn't support my participation in succession planning?**

   **A.** Your supervisor should know that the County Manager has expressed the need for immediate, effective and inclusive succession planning throughout the County. All departments have been encouraged to accelerate the development of the current workforce to assume future leadership positions.  County management staff members are also aware that they are evaluated, in part, on their efforts to assist in the development of subordinates and their commitment to succession planning.

   You should not confuse the lack of support from your supervisor for a specific department-sponsored training or development opportunity with the lack of support for your participation in succession planning.  Also, because you are ultimately responsible for your own development and preparation for future employment opportunities, a perceived lack of support from your supervisor should not deter you from continuing your self-improvement efforts. In addition to support from your supervisor, you may also find support from co-workers, friends, family members, mentors, and others.

16. **Q. My department does not have the training budget available for me to further develop competencies. What should I do?**

   **A.** You should not have an expectation or sense of entitlement that your department will provide additional funds for you to fulfill your Individual Development Plan, especially during economically difficult times.  Although departments are encouraged to place employee development and training as a high priority when making budget decisions, it may be surpassed by other budget priorities.

   The Human Resources Department will make available a resource list that includes "low cost" or "no cost" opportunities to bridge competency gaps, such as books and journal articles available through the Miami-Dade Public Library System.

   Because your career development is ultimately your responsibility, and because you will personally benefit from an increase in your education and training, you may also wish to follow the path of many of your fellow employees who pursue employee development opportunities outside of work using their own personal funds.

# APPENDIX G

# Definitions of General Competencies

| | **Required Leadership Core Competencies**<br>**Succession Planning Program** | | |
|---|---|---|---|
| **Adaptability** | **Business Acumen and Entrepreneurship** | **Communication** | **Continual Learning** |
| **Customer Service** | **Decisiveness** | **Developing Others** | **Diversity Awareness and Management** |
| **Ethics Integrity andHonesty** | **Influencing and Negotiating** | **Performance Management and Results Orientation** | **Political Savvy** |
| **Problem Solving and Technical Credibility** | **Service Motivation and External Awareness** | **Strategic Thinking** | **Teamwork and Group Leadership** |

| COMPETENCY | DEFINITION |
| --- | --- |
| **Adaptability** | The Adaptability competency involves demonstrating openness to new ideas, responding positively and rapidly adjusting to changing conditions and obstacles.  Adaptable individuals lead others in the modification of approach, behavior, strategies and action plans to adapt to new priorities. |
| **Business Acumen and Entrepreneurship** | The Business Acumen and Entrepreneurship competency involves mastering business management skills and effective managing resources (human, financial, and technological).  Entrepreneurial thinking and best business practices are routinely applied to core management areas.  This competency also involves anticipating future trends to achieve a competitive advantage. |
| **Communication** | The Communications competency focuses on fostering open and honest communication and facilitating multi-way communication internally and externally. Communication competency involves providing clear, consistent verbal and non-verbal messages to support the vision and strategy of the organization.  This competency also requires communicating effectively and timely through technical writing, presentations and reports. |
| **Continual Learning** | This competency involves seeking, digesting, and mastering new technical and business information and knowledge, and using it to redefine and executive new courses of action. Continual Learning also involves pursuing self-development, creating a learning organization, and continually promoting opportunities to attain new knowledge for performance improvement. |
| **Customer Service** | The Customer Service competency involves understanding and anticipating internal, external, and self-unit customer needs, listening to customers, valuing them, and providing proactive responsive assistance to ensure their satisfaction and loyalty.  Those competent in Customer Service create and maintain customer-driven products and service delivery systems. |
| **Decisiveness** | The Decisiveness competency involves combining judgment with effective tools and methods to make sound, timely decisions, and engaging others when it is in the best interest of all parties.  The Decisiveness competency involves ensuring effective controls are employed to recognize and proactively avoid costly error and mistakes, while owning results. |

| COMPETENCY | DEFINITION |
|---|---|
| **Developing Others** | Competency in Developing Others involves actively modeling and enhancing leadership attributes in others through effective delegation of work and tasks, empowering, coaching, mentoring, counseling, teaching, providing constructive feedback, and rewarding excellence.  This competency involves creating an environment supportive of continual learning and pursuit of internal and external development opportunities. |
| **Diversity Awareness and Management** | The Diversity Awareness and Management competency involves understanding, respecting and appreciating the differences in ideas, perspectives, backgrounds, cultures, and approaches that people bring to the work environment.  This competency involves complying faithfully with civil rights laws and regulations, and ensuring fair and equitable treatment of all. |
| **Ethics Integrity and Honesty** | The Ethics, Integrity and Honesty competency focuses on creating an atmosphere of mutual trust and respect, communicating honesty, and acting ethically, with integrity, on a consistent basis.  Personal values and actions are consistent with those of the organization. This competency also involves demonstrating responsibility and commitment to protect the organization's assets. |
| **Influencing and Negotiating** | The Influencing and Negotiating competency involves initiating proactive interaction between parties to achieve mutually satisfying solutions to complex issues and problems.  This competency involves deploying effective tactics, positioning, and personal communication and engagement skills to impact results positively while demonstrating recognition of, and respect for, all parties' interests. |
| **Performance Management & Results-Orientation** | The Performance Management and Results-Orientation competency focuses on creating and promoting a positive, results-driven work environment in which expectations are understood, performance is measured and monitored, and results are achieved.  Those competent in Performance Management and Results-Orientation effectively link day-to-day activities to mission accomplishments and are accountable for results. |

| COMPETENCY | DEFINITION |
|---|---|
| **Political Savvy** | The Political Savvy competency involves the ability to exhibit confidence and professional diplomacy, while effectively relating to people at all levels internally and externally. The Political Savvy competency involves understanding the political environment, positional priorities, and roles and responsibilities, grasping external factors impacting the organization, and utilizing this knowledge to ensure positive outcomes and mission achievement. |
| **Problem Solving and Technical Credibility** | The Problem Solving and Technical Credibility competency involves identifying and analyzing problems, prioritizing issues, identifying root causes, and implementing rational, sensitive solutions for results. Those competent in Problem Solving and Technical Credibility anticipate and prevent problems, exhibiting full understanding and exceptional capability in their areas of expertise. This competency involves utilizing expertise and action to resolve problems. |
| **Service Motivation and External Awareness** | The Service Motivation and External Awareness competency involves demonstrating an exceptional level of commitment, and motivating others to provide exemplary service to the organization and its customers. This competency requires maintaining a network of appropriate contacts and relationships for service delivery. |
| **Strategic Thinking** | This competency involves considering internal and external information and data, and assessing impact areas as part of decision-making. Those competent in Strategic Thinking develop proactive, long-term perspective and programs, and capably translate the strategic vision to focused, results-driven actions and measurable results. |
| **Teamwork and Group Leadership** | The Teamwork and Group Leadership competency involves working effectively in groups and teams and creating positive stakeholder relationships that maximize individual, work-unit, and organizational performance results. Those competent in Teamwork and Group Leadership lead and motivate customers, suppliers, subordinates, peers, and superiors to work together to accomplish goals. |